R&I 1988 JOB$ SURVEY: SALARIES & BENEFITS . . . 40

How culinary contests help your operation...76

Menus: Country Kitchen Stuffers; hard-scoop yogurt...72

R&I Report: Health-care benefits; seafood safety.....30

Food: Steak and potatoes mean business.....128

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CONTENTS

Vol. 98 No. 19

BRIEFINGS
A summary for busy readers 5

COMMENTS
Chefs Score Again 11
Operations in this issue 11

VIEWPOINT
Foodservice and the Waste Crisis 14

R&I FORUM
Operator's Opinion 20

R&I SCENE
People, Places & Promos 26
Personal Glimpse: Ella Brennan 27

R&I REPORT
Food Safety: Seafood supply under scrutiny 30
Benefits: Mandated health care in Massachusetts in 1992 32
Operations: Water supplies drying up 33
Industry Leaders: NRA takes the offensive 36

R&I EXCLUSIVE
Annual Job$ Survey: *R&I* examines executive salaries 40
Profiles: Execs reflect on the rewards and risks of their jobs 54

MENUS
Menu Concepts: Country Kitchen introduces Country Stuffers 72
Consumers' Choice: Deep-fried fish sells best 73

TASTE
Competitions: The whys and hows of culinary competitions 76

INDEPENDENTS
Casual Dining: Neighborhood dining with the Westwood Group 92
Hotline: What's happening in independents 94

INSTITUTIONS
Business & Industry: Wood Co. helps keep customers in house for lunch 100
Health Care: Dietary managers continue to improve training, retain employees 102

EQUIPMENT
Tableside Service: French service lends drama to fine dining 104

FOOD
Center of the Plate: Meat and potatoes make a comeback 128
Food Facts: The revival of garlic 138
Healthline: Carbonated milk is being tested 140

MARKETPLACE
Menu Merchandising: Open-faced sandwiches boost breakfast sales 144
Breakfast Sandwich Products 148
Buyers Mart: New products 150

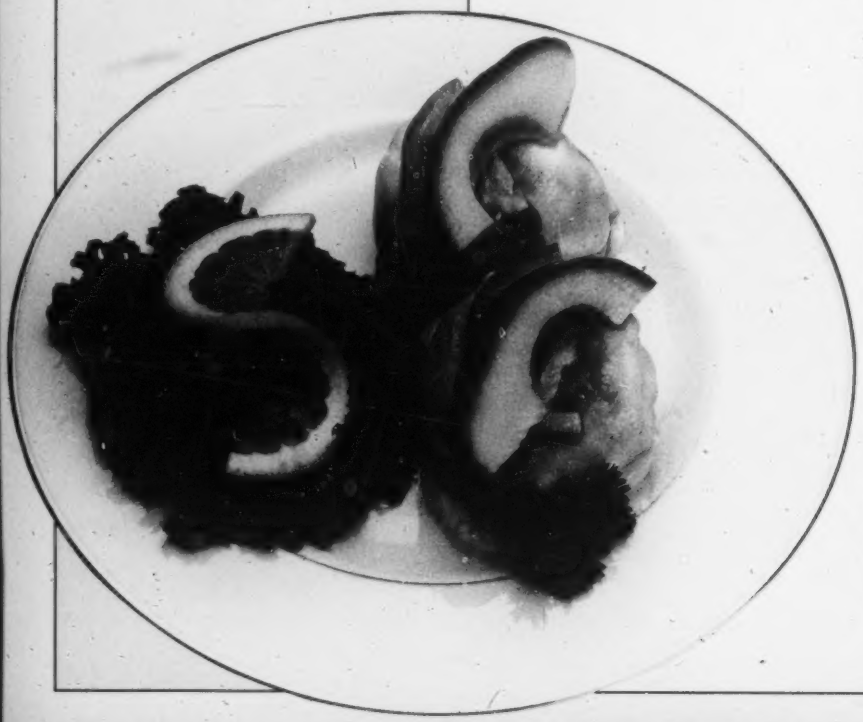
CLASSIFIED ADS
Buying, selling, changing jobs 163

ACTION EXPRESS
For more product information 170

ADVERTISING INDEX
Where to find ads in this issue 170

READER SERVICE CARD
For more information 171

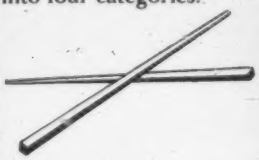
Food Facilities & Energy News, a service of the American Gas Association, follows page 106.



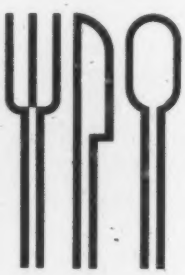
R&I SCENE

HOW PEOPLE EAT

Everybody has to eat, but the methods people throughout the world use to get food from plate to mouth vary. Figures from the Japanese Restaurant Association divide the world's population into four categories:



1.2 billion eat with chopsticks



1.5 billion eat with fork, knife and spoon

350 million eat with knife and hands

250 million eat with hands only

Michael Tuohy at Chef's Cafe in Atlanta

■ **PEOPLE, PLACES & PROMOS**

Upscale Cafe in Midscale Motel

Against the odds, Michael Tuohy's Chef's Cafe makes it in Atlanta.

Michael Tuohy wanted his own restaurant. Enough to leave his management position at Joyce Goldstein's Caffe Quadro. Enough to accept a challenge most 26-year-olds could never approach: to conceive and manage a gourmet restaurant in a La Quinta Inn on an Atlanta strip devoid of fine-dining options.

The challenge came from Art Wong and Robert Martensen of Piedmont Investors, who wanted to improve the range of gourmet restaurant possibilities in Atlanta and believed they could do it on Piedmont Road. They were right to choose Tuohy to help execute their plan.

Backed by a competent chef and kitchen staff, Tuohy first focused on Chef's Cafe's food—innovative American gourmet fare that immediately won praise from critics in the region. That accomplished, Tuohy had to figure out a way to bring people in. "I couldn't count on consistent patronage from guests at La Quinta, so I focused elsewhere," says Tuohy.

His solution, a series of benefits, has drawn well-to-do crowds from surrounding neighborhoods of Buckhead, Ansley, Peachtree Hills and Morningside, Ga.

Tuohy and team boast, "We were the pioneers on Piedmont Road." Since Chef's Cafe's rise to prominence in the Atlanta dining scene, Peasant Restaurants opened Trio two miles down the road. Pano Karatossos and Paul Aibrecht opened their Buckhead Diner a mile away, and independent developers put in the Sierra Grill a mile in the opposite direction.

CIA Radio Show Is a Nutrition Mission

At 11:30 every Wednesday and Thursday morning, Culinary Institute of America Master Chef Mark Erickson becomes "The Voice" for WKIP's radio show "Healthy and Delicious" in Poughkeepsie, N.Y.

Erickson gives out tips on good-tasting, nutritious cooking—how to make a lower-fat sauce, how to reduce sodium in food without losing the flavor, etc.—information directly related to the nutritious fare served at St. Andrew's Cafe, the healthful food restaurant on the CIA campus.

Erickson says the show's two-minute time limit keeps him from being preachy, but lets him relay the St. Andrew motto: Nutritious food can taste and look good.

Erickson et al. in the kitchen at St. Andrew's Cafe preparing one of the meals for which it is known.

R&I EXCLUSIVE

■ ANNUAL JOB$ SURVEY

HOW EXECUTIVE PAY STACKS UP

Managers' take-home pay holds steady but benefits perk up total compensation.

Results of *R&I*'s 10th Annual JOB$ Survey show the average salary increase for foodservice executives flattened out in 1988. The average raise reported by more than 2,200 respondents from the March survey is 5.6%, down from 7.2% in 1987. More than 16% report having received no raise in the past 12 months. The softness can be traced to a low inflation rate and a maturing marketplace, which is putting a squeeze on profits.

Meanwhile, benefit packages continue to expand, a likely result of growing needs and demands of working mothers and pressures to retain good employees in a tight labor market. The foodservice industry is showing signs of waking up to the fact that its benefit plans must become more competitive to attract potential employees away from other industries.

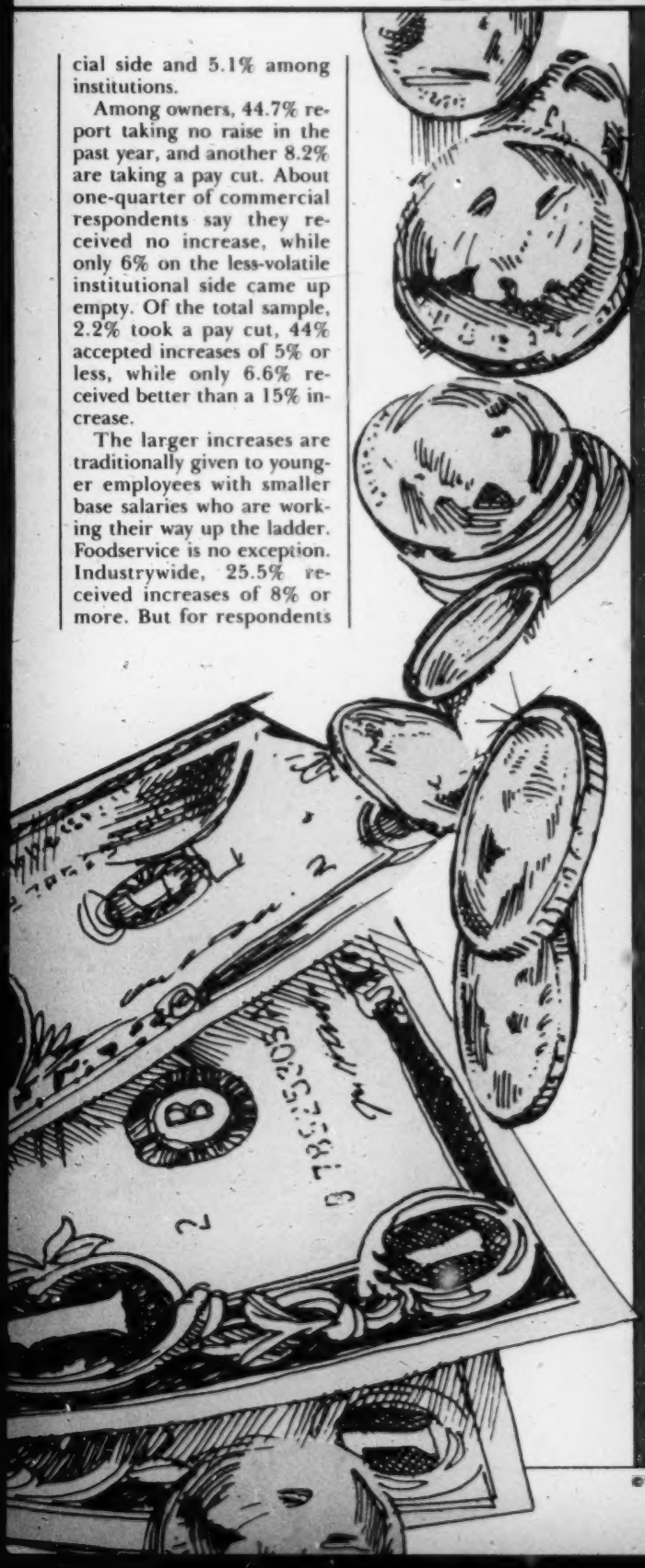
Following this overview of executive compensation, *R&I* presents four first-person accounts. Foodservice executives in a variety of fields talk candidly about the rewards and frustrations of their jobs.

Belt tightening: Food costs are escalating at a faster pace than in recent years. A slightly overbuilt industry is battling eroding customer counts. Uncertain economic conditions are affecting consumer spending confidence. Therefore, JOB$ survey results reveal the average raise in the foodservice industry declined this year. Wage increases dropped 28.5%, averaging 6% on the commer-

cial side and 5.1% among institutions.

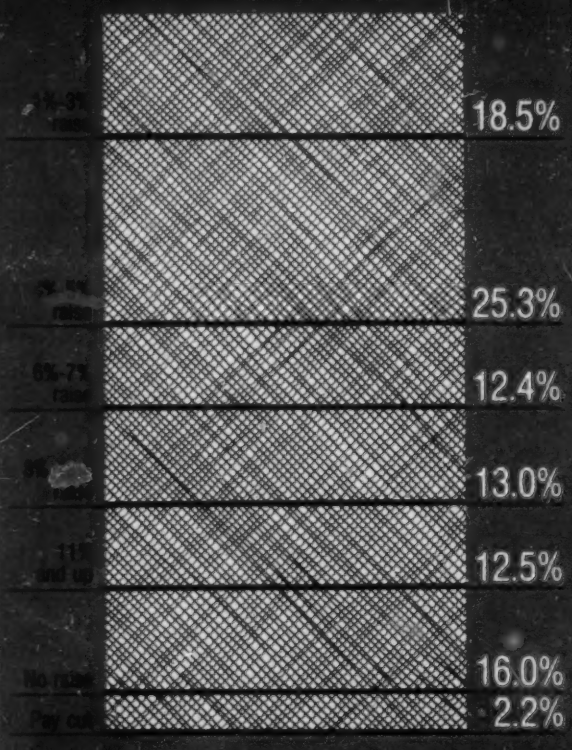
Among owners, 44.7% report taking no raise in the past year, and another 8.2% are taking a pay cut. About one-quarter of commercial respondents say they received no increase, while only 6% on the less-volatile institutional side came up empty. Of the total sample, 2.2% took a pay cut, 44% accepted increases of 5% or less, while only 6.6% received better than a 15% increase.

The larger increases are traditionally given to younger employees with smaller base salaries who are working their way up the ladder. Foodservice is no exception. Industrywide, 25.5% received increases of 8% or more. But for respondents



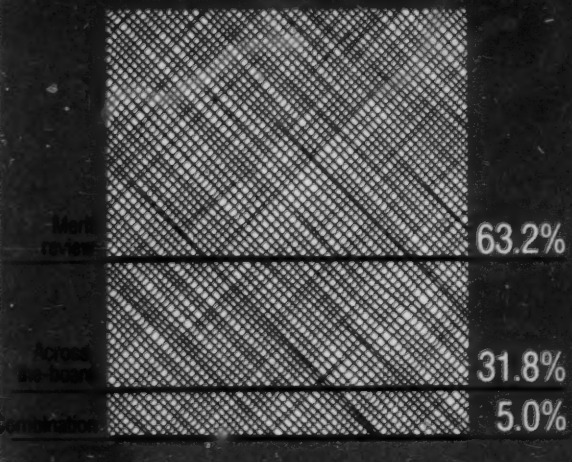
AVERAGE RAISE 5.6%

While the majority of respondents (55.5%) receive a 4% to 5% increase, 16% have not received a raise in the past 12 months. The 5.6% average increase is much lower than last year's 7.2% average. Vice presidents receive the highest average raise (6.9%), while dietitians have the lowest average (4.6%).



THE OLD-FASHIONED WAY

The foodservice industry is trying to base pay raises by tailoring more wage increases based on merit. More than 77% of all commercial reviews are based on merit, compared to 45% of institutions.



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JOB$ '88

More operations are starting to tie pay to performance.

10 YEARS LATER

- **The average income in 1978 was $30,430, vs. $33,180 in 1988.**
- **Average time in the industry was 14.4 years in 1978, vs. 15.9 years in 1988.**
- **52.5% had a college or culinary degree in 1978, vs. 58% in 1988.**
- **57.4% were satisfied with their raise in 1978, vs. 58.1% in 1988.**
- **82% received medical insurance in 1987, vs. 85.5% in 1988.**
- **25% received dental insurance in 1978, vs. 48.8% in 1988.**
- **34.4% received tuition reimbursement in 1978, vs. 42.3% in 1988.**
- **54.2% received disability insurance in 1978, vs. 52.6% in 1988.**
- **51.2% received pension plans in 1978, vs. 43.7% in 1988.**

age 25 or less, 39.5% earned at least an 8% pay hike. Conversely, only 18% of those between the ages 46 and 55 reported raises of more than 8%.

By region, the best raises are being handed out in the Northeast, where the labor shortage is at its worst and economic prosperity at its best. The average increase there is 6.7%, compared to 5% in North Central region.

Surprising, however, is the response about raise satisfaction. More than 58% say they are still satisfied with the amount of their last increase. In these times of economic uncertainty, many respondents may be happy just to be employed.

Earning their keep: Merit reviews appear to be the vehicle of choice for passing out raises today. On the commercial side, 77.4% of the respondents' companies use only merit reviews as a basis for raises. Fully 84% of fine-dining operations rely on merit reviews only. Of the 903 institutional responses, across-the-board increases (47.6%) are preferred slightly over merit reviews (45.2%). More than 77% of the schools use the across-the-board method.

Responses about frequency of raises vary widely by segment. About 62% of independent operations have no set policy, while 79.2% of institutional operations award raises on an annual basis.

It is not surprising that the fast-food restaurant segment, hardest hit by the current labor shortage, is the industry leader in frequency of scheduled raises. Almost 14% of fast feeders give raises twice a year, compared to a 6.9% industry average.

Salary statistics: The average annual income for commercial executives (owners, presidents, vice presidents, corporate staff, and area, unit and assistant managers) is $36,100, up just slightly from $35,850 in 1987.

Among institutional executives, the average salary is $29,220, up from $29,070 a year ago. Employee-dining operations report the highest average salary at $33,860.

Some of the biggest jumps in annual wages have been garnered by unit managers and assistant managers, a result of the shortage of qualified employees. The average salary for unit managers increased to $30,010, up from $28,790 last year. Assistant managers have seen their average salary jump from $20,400 to $22,690. Midscale operations registered the highest average increase (9.5%) for their managers. Nonethe-

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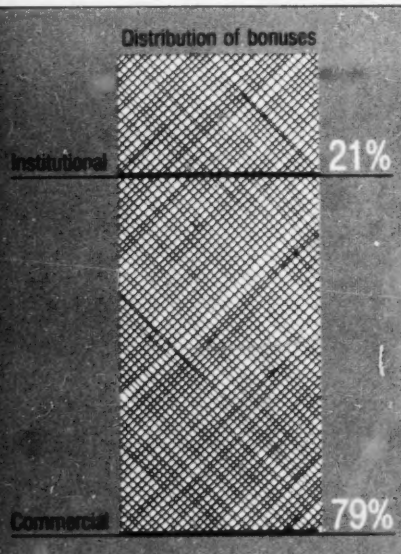
less, 60% of unit managers still make less than $30,000, while only 5% earn more than $50,000.

"Quality" is another industry buzzword and may account for the solid pay raises received by executive chefs. They are increasingly bringing solid credentials, a flair for the unique and unusual, and celebrity status to operations. Their average wage increased from $29,660 in 1987 to $32,400 this year.

Female executives made virtually no progress this year in their battle for equal pay. The average female makes $26,140, compared to $37,300 for males, a figure virtually unchanged from last year. Female unit managers average $24,680 a year, vs. $32,100 for males. Female foodservice directors are paid $26,190, compared to $34,470 for males. More than 70% of the females are making less than $30,000 and only 3% make more than $50,000.

More and more, operators are tying pay to performance to help boost profits and create enthusiasm among their employees. Nearly 20% of the companies have changed their compensation structure in the past year to tie pay to performance. More than 31% of fast-food restaurants made the switch. On the institutional side, more than 18% of

continued on page 50



Salary figures reflect the prosperity of the Northeast region and the hardships of the North Central. Unit managers and assistant unit managers are making some of the greatest strides with increases of 10% over 1987.

	North-east	North Central	South	West
Owner Industry avg.: $41,880	$45,570	$36,640	$43,090	$43,440
President* Industry avg.: $48,650	$42,640	$40,640	$63,180	$51,130
Vice president* Industry avg.: $53,180	$52,750	$58,550	$45,360	$56,900
Corporate staff Industry avg.: $35,890	$35,600	$34,100	$37,230	$35,560
Area/regional manager Industry avg.: $43,070	$46,790	$40,030	$42,320	$44,390
Unit manager Industry avg.: $30,010	$30,260	$27,810	$32,200	$30,610
Asst. unit manager Industry avg.: $22,690	$24,130	$21,750	$22,300	$23,170
Foodservice director Industry avg.: $29,190	$31,850	$26,950	$29,620	$29,330
Dietitian Industry avg.: $26,740	$28,330	$26,880	$25,490	$27,350
Food & beverage director Industry avg.: $32,850	$38,810	$30,030	$31,780	$38,140
Asst. food & bev. director Industry avg.: $28,390	$27,380	$27,830	$29,410	$30,310
Executive chef Industry avg.: $32,400	$30,330	$31,160	$39,530	$33,040
Total sample	$34,850	$30,250	$34,420	$34,340

With inflation running at an average rate of 4% a year, these selected job positions appear to be keeping pace. But after owners registered a nice increase from 1986 to 1987, costly legislation and higher operating costs appear to be taking a big bite off the bottom line.

	1985	1986	1987	1988
Owner	$35,200	$39,000	$43,700	$41,880
Unit manager	$25,700	$27,300	$28,790	$30,010
Foodservice director	$25,500	$26,700	$28,540	$29,190
Dietitian	$24,900	$24,900	$26,230	$26,740

**For the third year, a large portion of vice presidents work for companies larger than those of company presidents, creating results that indicate vice presidents earn more than presidents.* *©1988 Restaurants & Institutions, a Cahners publication.*

JOB$ '88

About 15% of fast-food executives are now offered paid maternity leave.

continued from page 43

health-care and employee-dining operations changed their policy. Of the respondents making more than $75,000 a year, 42.4% report making changes tying pay to performance.

This year, 42% of all respondents (59% commercial and 20% institutional) report receiving a bonus. Medium-priced operations recorded the biggest increase, with bonuses awarded to 64% of executives vs. 57% last year. More than 34% of employee-dining executives received a bonus in the past year, far outdistancing other institutions.

While the number of unit managers receiving a bonus held steady this year at 56%, assistant managers made great progress; 50% reported receiving a bonus, compared to 40% a year ago. Again, the increase can be attributed to the retention problems of many fast-food chains.

Bonus money accounts for 6.9% of total compensation, according to survey results. On the commercial side, it accounts for 7.9% of earnings compared to 4.1% among institutions. Eleven percent of commercial operators say bonus accounts for more than 20% of salary. The hotel/motel segment relies on bonus money more than others—it accounts for 8.4% of compensation.

Company presidents, vice presidents and unit managers put their necks on the line more than anyone else in the industry. Bonuses account for more than 20% of total compensation for 31.4%, 22.5% and 15.7%, respectively, of these group members. Slightly more than three-quarters of company presidents were awarded bonuses, 22% more than last year.

In your best interest: Sen. Ted Kennedy (D-Mass.) wants to mandate health-care benefits for part-time employees. Congress also wants to pass parental-leave legislation. Working mothers are requesting child-care assistance and flexible schedules to manage both job and family. Managers would like to see more pension and 401K plans made available.

Attractive benefit packages can make the difference today in attracting bright up-and-comers in what is fast becoming a very competitive employment environment. More than 47% report this year that benefit packages influence decisions to change jobs or make a certain job selection. Benefits

WOMEN MAKE STRIDES

The following list shows what percentage of executives are receiving specific benefits. While child-care subsidies are making small inroads, the number receiving paid maternity leave has increased almost 25%.

Paid vacation	87.9%
Medical insurance	85.5
Disability insurance	52.6
Dental insurance	48.8
Pension plan	43.7
Tuition reimbursement	42.3
Profit sharing	22.1
Flex time	21.0
Relocation costs	21.0
Company car	14.9
Paid maternity leave	14.1
Stock options	13.4
401K plan	12.5
Child-care subsidy	2.7

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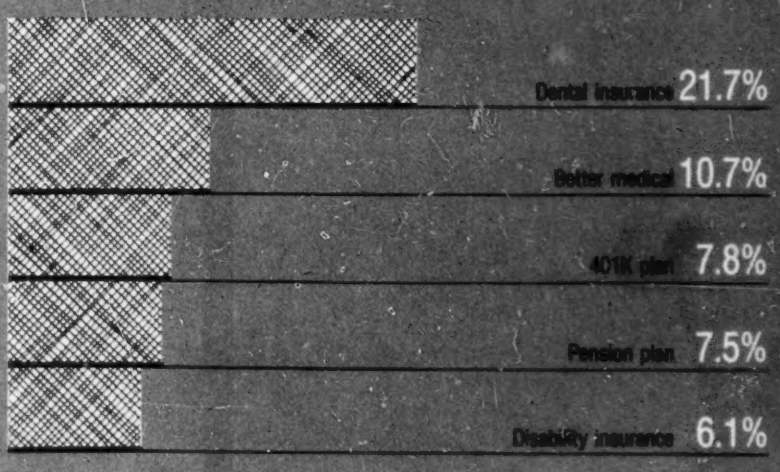
DENTAL PLANS DIG IN

Executives report that dental coverage has been the benefit most often added to their compensation plan in the past year. Also, profit sharing has been added by 6%, prescription insurance by 4.3%, optical insurance by 3.2% and more vacation time by 3% of employees.



appear to be particularly important to younger employees, those in health care, employee feeding, and at the area and unit-management level.

This year, 33% of *R&I*'s JOB$ survey respondents report recent changes in benefit packages. More than 50% report more benefits are available, 28.7% say benefits have been trimmed, 6.8% say benefits have been eliminated altogether and 13% have set up a "cafeteria of benefits" package where employees choose the benefits they want. Cafeteria benefit plans are proving popular in fine-dining operations and for those with salaries between $50,000 and $75,000—18% have set up such packages. Operations in the Northeast have been the most generous, where 65% are adding benefits, while 33% of West Coast operations report having trimmed benefits.

Once again, institutional operations are industry leaders when it comes to providing for their employees. This year, schools and universities have been especially generous as 73.7% of schools and 64.5% of universities report adding benefits, compared to a commercial average of 53.7%.

Paid vacation, medical, dental and disability insurance remain the most popular benefits provided. And once again, institutions are offering a more complete package. They outperform commercial operations in all the aforementioned categories and more. For example, 61.3% of institutions offer tuition reimbursement, compared to 27.2% on the commercial side; 69.1% of institutions give pensions, vs. 23.5% for commercial. Paid maternity leave is available for 20% of institutional managers, compared to 9.4% of commercial ones. But 14.7% of fast-food operations, desperate for good help and forced to provide better benefits, are offering paid maternity leave, up from 6.8% a year ago.

On the commercial side, fine-dining operations fall below the industry average in most major benefit categories, while the hotel/motel segment rates above average. For example, only 34.4% of fine-dining restaurants offer dental coverage, compared to 58.8% for hotels. But fine-dining operations make up for their shortcomings in other areas. Fully 33.6% of fine-dining operations offer profit sharing, more than any other commercial segment. Only employee-dining operations have stronger financial benefit programs; 40% offer profit sharing and 401K plans and 37% offer stock options.

Coming up: In the Aug. 19 issue of *R&I*, look for Part II of the annual JOB$ survey results. It will take a personal look at attitudes about current jobs and what the future might hold for management-level foodservice professionals.

—Jeff Weinstein

AN EYE ON THE FUTURE

When asked what benefits employees would like to receive that they are not yet getting, dental insurance remains the most sought after. In addition, 18.1% of executive chefs want optical coverage and 13.4% of dietitians want a child-care subsidy.

FEW SIGNS OF EQUALITY

- **The average salary of female respondents in the 1988 JOB$ survey is $26,140, vs. $37,300 for males.**
- **The average raise is 5.13% for females, vs. 5.89% for males.**
- **51% of females say their raise is based on merit, vs. 70% for males.**
- **29% of females received a bonus, vs. 49% for males; bonus accounts for 4.78% of female's total compensation vs. 7.69% for males.**
- **54% of females receive pensions, vs. 37.8% of males; 50% of females receive education reimbursement, vs. 38% for males; 12.4% of females receive profit sharing, vs. 27.7% for males; 24.1% of females receive paid maternity leave, vs. 8.4% for males.**
- **Only 6.4% of females say they do not get, but would like to receive paid maternity leave; 4.8% would like to receive flex time; 10.1% would like to receive a subsidy for child care.**

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ACTION EXPRESS

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Advertiser	Inquiry No.
Allen Canning (p.95-99)	27
American Gas Association (p.107-122)	190,235-242
American Gas/Commercial Foodservice (p.124-125)	31
American Gas/Garland (p.126-127)	32
American Gas/Hobart (p.IBC)	55
American Gas/Vulcan Hart (p.106)	29
American Home Foods (p.155)	39
Ameritech Public Communication (p.154-C)	58
Basic American Foods (p.90-91)	26
Beef Industry Council (p.135,137,139,141)	35
Bil Mar Foods, Inc. (p.103)	28
Brooks & Sons, Inc., J.R. (p.158)	41
Bunge Edible Oil Corp. (p.21)	10
Capital City Prod. (p.154-G)	62
Carnation Co., Foodservice (p.132-133)	34
Certified Angus Beef (p.156-157)	40
Classified Advertising (p.163-168)	
Custom Foods (p.64-65)	17
Dixie Crystals/Savannah Food & Industries, Inc. (p.142-143)	36
Dormont Mfg. Co. (p.161)	48
Durkee-French Foods, Inc. (p.89)	25
Equal Low Calorie Sweetner (p.8-9,55)	3,15
Fort Howard Corporation (p.34-35)	12
Frionor (p.3)	1
Garland/American Gas (p.126-127)	32
General Wire Spring Co. (p.162)	52
Grindmaster Corporation (p.162)	53
Harkers, Inc. (p.154-H)	63
Heinz Co., H. J. (p.16-19)	8,9
Hobart Corp. (p.IBC)	55
Hunt-Wesson Foodservice Div. (p.7,10)	2,4
Iceland Seafood Corp. (p.59-62)	16
International Hotel/Motel Management (p.123)	30
Katchall Industries, Inc. (p.161)	49
Kitchens of Sara Lee Foodservice Div. (p.78-79)	22
Lancaster Colony Commercial Products (p.161)	47
Lawry's Foods, Inc., Food Service Div. (p.130-131)	33
Marsh Chalkboard Co. (p.161)	46
Marzetti Company, T. (p.154-D)	59
Michigan & Great Lakes Food Service Show (p.154-F)	61
Molded Fiber Glass Tray Co. (p.162)	51
Nabisco Brands Inc., Foodservice Div. (p.12-13)	5
National Federation of Coffee Growers of Columbia (p.BC)	56
National Sea Products (p.81)	23
Ocean Garden Products, Inc. (p.15)	6
Omaha Steaks Foodservice (p.67-69)	18
Ore-Ida Foods, Inc. (p.37,38-39)	13
Oscar Mayer Foodservice, Louis Rich (p.85-87)	24
Pennsylvania Fresh Mushroom Program (p.154-I)	64
Phillip Morris USA (p.74)	20
Pierce Foods Corp. (p.56-57)	50
Pilgrim Farms Foods (p.147)	37
Pittsburgh Corning (p.160)	45
Polar King (p.159)	42
Procter & Gamble, Folgers (p.4)	7
Procter & Gamble, Tide (p.70-71)	19
Ragu Foodservice (p.28-29)	11
Readi-Bake, Inc. (p.149)	38
Rich Products Corporation (p.52-53)	14
Savannah Foods & Industries, Inc./Dixie Crystals (p.142-143)	36
The Southern Company (p.154-A-154-B)	57
Southwestern Bell Telephone (p.154-E)	60
Sugar Foods Corp. (p.22-25,82-83)	
Swiss Miss (p.10)	4
TFC Corp. (p.159)	43

continued on page 169

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